

DRAFT
ECONOMIC DEVELOPMENT ADVISORY BOARD (EDAB)
MEETING MINUTES
CITY OF FORT LAUDERDALE
100 NORTH ANDREWS AVENUE
8TH FLOOR CONFERENCE ROOM
WEDNESDAY June 10, 2015 – 3:45 P.M.

Board Members		Attendance – January thru December	
		Present	Absent
Jason Crush, Chair	A	2	2
Cary Goldberg, Vice Chair	A	3	1
Nikki Austin	P	3	1
Gary Farmer	A	3	1
Kit Denison	P	3	1
Jason Hughes	P	3	1
Cort Neimark	P	4	0
Denyse O'Grady	A	2	2
Dev Motwani	A	2	2
Keith Costello	P	4	0
Ken Keechl	P	2	2

At this time, there are 10 appointed members to the Board, which means 6 would constitute a quorum.

Staff

Laura Gambino, Business Development Coordinator
Donald Morris, Economic Development Administrator
Jeremy Earle, Deputy Director
Lutecia Florencio, Project Specialist, Temp.

I. Call to Order & Determination of Quorum

Chair Crush called the meeting to order at 3:53 p.m. Roll call was made to determine that a quorum was present at this time.

II. Approval of March 11, 2015 Minutes

Motion made by Mr. Neimark and seconded by Mr. Costello to approve the minutes of the March 11, 2015 meeting. In a voice vote the **motion** passed unanimously.

III. Introduction of Jeremy Earle, New Deputy Director

Chair Crush presented Mr. Earle who provided the Board with his intentions to work together in all initiatives and stated his focus to work on the Economic Development plan and policies for the City. He shared his credentials; his background and career experience; his work and success with the Dania Beach CRA..

Each of the Board members introduced themselves including their position and their businesses

Mr. Earle also introduced Lutecia Florencio as new staff and informed of Patricia Smith upcoming retirement.

IV. Beach CRA Projects Update – Donald Morris

- Development of the Aquatics complex update, making progress, good expectation is to start the demolition in spring.
- Las Olas Corridor project-renovation of Oceanside parking lot, creation another parking garage , construction close to the Promenade and improvements to Las Olas Boulevard.
- Functionality of the Las Olas entryway where the Holiday Lights ceremony takes place with plans to accommodate small events
- Approval for Las Olas Corridor project for a public plaza multifunctional, with a new open space, with amenities and accommodations for pedestrians and vehicles, intercostal promenade pathway, 4 story parking lot to include the marina facilities and possible a restaurant on roof
- Process to expand the Las Olas Marina to create accommodations for mega yachts. Bahia Mar is starting their process as well, expanding the entryway.

Mr. Motwani asked about the hotel and also asked about other retail developments plans along the promenade and Mr. Morris responded there are no plans for the hotel and any retail would depend on the RFP reviews

The board would like to see the new Marina made into a destination spot, including retail options. Mr. Morris informed that consultants made comments regarding making it a more attractive proposition for economic redevelopment in the area. But the deed restrictions are still limiting it for Municipal use

Mr. Keith stated concerns of traffic issues and homelessness on the new spaces.

Chair Crush requested to have it updates from the liaisons for the projects Las Olas entryway, the promenade and homeless center

Laura Gambino updates

- The celebration of small business week was a success –activities citywide and Sistrunk Corridor, mayor and commissioners attended on Thursday, May 7, taking the trolley to different locations. Shark Tank conference. Small business Breakfast from the Chambers.
- Working with 8 new business- coordinating assistance and training
- JMoran Entrepreneurship Conference- participating on June 24
- Project Avery approved, downtown business, over 100 jobs new into City and Broward County
- MOR print shop, helping with permit regulatory assistance, with 25000 sq. of space

V. New/ Old Business

Chair Crush started a discussion of the best method to bring items to the regular monthly meeting for consideration at the next meeting agenda. Discussion about items for the agenda cannot happen outside the board meeting as stated by the Sunshine Law.

Mr. Costello, as meetings were cancelled, felt the agenda had the same subjects and asked for inputs from others. The board could be more effective, bringing important items to the agenda.

It was requested an update of the Strategic Plan to be presented to the board. The board would like to have input on it. Chair Crush mentioned that Jeremy will know what can be implemented. The board could discuss items that should be pushed forward, making a recommendation formally. Mr. Goldberg said that the Building dept. came to give updates, but since then the stories of delays are terrible. Chair Crush mentioned they need staff and volume of request increased in that department. Mr. Motwani said that the Building dept. was helpful, even thru the issues of staff. Mr. Costello asked to have an update from the Building department. Mr. Farmer asked about the role of the board and the response is that it a combination for proposed items and submit reports and also advise on items on the plan already proposed.

Ms. Gambino mentioned that option to put forward communications to the City Commission is open at every meeting.

Mr. Neiwerk mentioned a Downtown presentation from All Aboard Florida a while ago and there was an update done for the Commission and board requested to receive that update

Mr. Hughes mentioned the great City events in the last 2 months are bringing a lot of tourist, beside the beach and he is pushing on having these events. The Tortuga festival is very successful and efficient on their organization and it should be an example to learn from.

Mr. Motwani mentioned he would like receive an update from Bahia Mar plan. Chair Crush confirmed that a communication is the way to offer support or not to a plan or project.

Mr. Earle mentioned that the CRA team is pulling key points from the Plan as a macro level, citywide impact by targeting major industries and focusing in a small group. He proposed that the board review the Plan and pick points they would like to recommend to the commission who likes to focus on the business expansion and retention. Chair Crush replied that board could focus only on items that City commission should consider or even reconsider. Chair Crush commented that the Plans presentation was not efficient. Mr. Costello asked to receive a list of good ideas to review and recommend.

Mr. Gambino mentioned the Urban League annual conference, held in July 29 –August 1, bringing thousands to the City

Mr. Costello asked about an update on the CRA/ Maria Freeman Building

Mr. Goldberg mentioned the Uptown Soccer Cup with the Fort Lauderdale Strickers and suggested the expansion of the cup to different City areas in support of soccer

VI. Communications to City Commission

None

There being no further business to come before the Board at this time, the meeting was adjourned at 5:05 p.m.

[Minutes prepared by Lutecia Florencio, Project Specialist, Temp.]



DEPARTMENT OF
**Sustainable
Development**

City of Fort Lauderdale Draft Economic Development Strategic Framework



DEPARTMENT OF
**Sustainable
Development**

Draft Economic Strategic Plan Framework

WHAT WE WILL DISCUSS TODAY

- * Introduction to the Economic Development Framework (Framework)
- * Our Vision
- * Strategic Approach
- * Possible Incentives
- * Next Steps



DEPARTMENT OF
**Sustainable
Development**

Draft Economic Strategic Plan Framework

INTRODUCTION

The Economic and Community Reinvestment Division (ECR) of the Department of Sustainable Development (DSD) has developed the Economic Development Strategic Framework (Framework) for the City of Fort Lauderdale. The Framework built upon a foundation of:

- * The City Commission Annual Action Plan (CAAP).
- * The City Managers Action Items.
- * The Press Play Fort Lauderdale 2018 and 2035 Strategic Plans.
- * The Fort Lauderdale Economic Development Strategic Plan.



DEPARTMENT OF
**Sustainable
Development**

Draft Economic Strategic Plan Framework

INTRODUCTION

- * The Greater Fort Lauderdale Chamber of Commerce Business1st Executive Report.
- * The Approved Community Redevelopment Plans for the Northwest Flagler Progresso Community Redevelopment Agency, The Central Beach Community Redevelopment Agency and the Central City Community Redevelopment Agency.
- * Discussions with the Greater Fort Lauderdale Alliance, the Greater Fort Lauderdale Chamber of Commerce and the Downtown Development Authority, who are very important partners and participants in the implementation of our Framework.



DEPARTMENT OF
**Sustainable
Development**

Draft Economic Strategic Plan Framework

INTRODUCTION

This Framework is meant to provide a clear, concise and implementable vision that the City of Fort Lauderdale, our partners, residents and the business community can use over the next five years as we grow our community by attracting new businesses, new employment, educational, and entrepreneurial opportunities; while at the same time always being mindful of the twelve goals as laid out in the Press Play Fort Lauderdale Strategic Plan.



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Draft Economic Strategic Plan Framework

VISION

The City of Fort Lauderdale will gain national and international recognition for being a leading South Florida location for economic prosperity that is fostered by a solid industrial and business base of first class aviation and marine-industry related activities, as well as being a premier choice destination for emerging technology development, entrepreneurship, high paying job growth and sustainable development practices.



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Draft Economic Strategic Plan Framework

Strategic Approach

The overall strategic approach for the actions which will be taken over the next 5 years, will entail an overall focus on business retention, recruitment and expansion which is primary goal economic development goal of the City Commission and the City Manager.

Within this overarching strategic approach of business retention, recruitment and expansion there will be three specific areas of focus.



Draft Economic Strategic Plan Framework

Strategic One

1. Creation of an overall economic development strategic framework for the entire city. The citywide framework will focus on five large Qualified Targeted Industry (QTI) as outlined in discussions with the Greater Fort Lauderdale Alliance who will assist the city in meeting our goals. These five targeted areas are:
 - * Aviation
 - * Technology
 - * Life Sciences
 - * Headquarters and Management Operations
 - * Marine Industry



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Draft Economic Strategic Plan Framework

Strategy Two

Creation of a citywide business recruitment, retention and expansion strategy for non-QTI companies and smaller entrepreneurial ventures. This is an important part of diversifying our local economy and provide greater opportunities for the city to attract more businesses that contributes to the overall quality of life in our city. Examples of these will include:

- * Retail
- * Hospitality and food industry such as hotels and restaurants.
- * Businesses directly related to the tourism industry
- * Services



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Draft Economic Strategic Plan Framework

Strategy Three

Creation of a specific retail recruitment and retention strategy for the Northwest Progresso Flagler Community Redevelopment Area which is a stated goal of the City Commission. This particular strategy would entail the creation of a targeted restaurant, hospitality (hotel) and entertainment district along the Sistrunk corridor.



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Draft Economic Strategic Plan Framework

Incentives

In order for us to attract the caliber of businesses that we seek, we will need to create a focused list of potential incentives and funding options.



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Draft Economic Strategic Plan Framework

Potential Incentives

- * Brownfields
- * Section 108 Loan Guarantee Program (CDBG)
- * Small Business Administration (SBA)
- * Industrial Revenue Bonds (IRB)
- * Foreign Trade Zone (FTZ)
- * Enterprise Zone Incentives
- * Qualified Targeted Industry Incentives
- * Community Redevelopment Agency Incentives
- * Broward County Redevelopment Program Incentives
- * City of Fort Lauderdale General Funds
- * Expedited Permitting
- * Fast Track Review of plans



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Development**

Draft Economic Strategic Plan Framework

Next Steps

- * Continue creating the overall Economic Development Strategic Framework document and forward it to all relevant parties for review.



Memorandum No:

Date: June 19, 2015

To: Jeremy Earle, Deputy Director, Department of Sustainable Development (DSD)

From: Audrey Núñez Gough, Economic Development Aide

Re: Recommendations for the Economic Development Strategy for the City of Fort Lauderdale

I. Background

On August 20, 2013 the City Commission embarked on selecting Willdan Financial Services to prepare an Economic Development Strategic Action Plan (EDSAP). The goal of the project was to create a strategic plan for the entire City of Fort Lauderdale and develop a more proactive approach to making Fort Lauderdale a competitive destination for businesses and residents alike. The project was created as a comprehensive methodology for the entire city. However, the Plan also includes a specific focus on the retail development efforts in six key geographic areas: 1) Galt Ocean Mile, 2) North Beach Village, 3) Uptown/Cypress Creek Corridor, 4) Downtown Regional Activity Center (D-RAC), 5) Sistrunk Boulevard and 6) SE 17th Street/South Andrews area.

The EDSAP project has been completed in two phases. Upon the completion of Phase I, an Economic Development Profile Report was prepared for each geographic study area and for the City as a whole. The intent of the Phase I report was to gather and assess existing data to better understand the current economic conditions in the six geographic study areas and gain a broader overview of the City of Fort Lauderdale. Phase II of the project focused on the preparation of an Economic Development Strategic Action Plan. Phase II provides the strategic initiative framework that will be carried out by city staff through local partnerships and by obtaining additional training, that will provide a more focused programming to assist local businesses.

The EDSAP was presented to the City Commission twice in 2014 by Willdan. Due to several inquiries that originated in the first presentation on October 7, 2014, the City Commission agreed to host a workshop on December 2, 2014 to further discuss the EDSAP as well as its impact and implications for the City. During the workshop the City Commission urged Willdan and City staff to incorporate initiatives where the City could create alliances with stakeholders and partners such as: City's Chamber of Commerce, Fort Lauderdale Greater Alliance and Career Source Broward, among others. This request was done with the objective of focusing efforts and resources, capital and human, rather than duplicating actions, among organizations.

II. Summary Overview



The Economic Development Strategy will help achieve a stable economy for the city of Fort Lauderdale promoting a high quality of life through living wages; a mix of housing available to the full spectrum of incomes, public transit options connecting residents to employment centers and visitors to unique retail/dining/entertainment offerings, walkable/bikeable infrastructure, public investment in cultural arts, parks, recreation and open spaces, as well as safe and clean urban areas. The City's economic development vision will be achieved by:

- Continuing to build on the strength of the maritime industry.
- Strengthening the City's tourism industry beyond the City's coastal areas.
- Retaining strong companies and targeting emerging industries that are compatible with the region's existing clusters.
- Providing a diverse range of incentives that attract businesses and entrepreneurs who create quality, high-paying jobs.
- Expanding on the opportunities created by the Port Everglades and Fort Lauderdale Executive Airport.

III. Past Studies and Recommendations

1. Economic Development Strategic Action Plan (EDSAP)¹

Following the Post Recession, communities are focusing on how to achieve sustainable economic prosperity by becoming competitive and fulfilling the needs of residents, businesses, developers, investors and visitors. As part of the data collection for the EDSAP, Willdan undertook a competitive assessment of some economic indicators compared to cities with similar characteristics to Fort Lauderdale on: population, trade and tourism market perspective. These cities are:

- Austin, TX
- Daytona Beach, FL
- Memphis, TN
- Miami, FL
- Nashville, TN
- Orlando, FL
- Savannah, GA
- Tampa, FL
- Virginia Beach, VA

As a result of Fort Lauderdale's 2014 economic benchmarking assessment from Willdan for the EDSAP, the following statistics and economic indicators was gathered:

Indicators and Statistics

¹ Willdan Financial Services, *Draft Implementation Plan Executive Summary*, Fort Lauderdale Economic Strategic Action Plan, 2014.



a. Population and Income

Fort Lauderdale supports a diverse population across all income brackets. 42% of Fort Lauderdale households are considered middle class, defined as earning 50% above and 50% below median income, or households earning between \$25,000 and \$75,000 annually. Nearly 17% of Fort Lauderdale households are defined as upper middle class (earning between \$75,000 and \$100,000 annually). Approximately 10% of Fort Lauderdale households earn more than \$150,000 per year. Fort Lauderdale ranks 3rd in overall economic performance due to the highest per capita income of all cities analyzed, coupled with a relatively low unemployment rate, 5.0% as of March 2015², a very healthy Gross Regional Product Annual Growth rate of 3.1% and a private sector growth rate of 6.4%.

b. Workforce Quality Indicators

An ample supply of talented and skilled workforce can support the target industries of advanced materials and high tech manufacturing, aerospace and aviation, cloud technology and mobile communications, corporate headquarters, life sciences, marine and international trade and logistics. Fort Lauderdale ranks 3rd in overall workforce quality due to a healthy workforce growth rate of 4.7%. The City has the 3rd highest share of adults with Bachelor's Degrees (34.4%), the 5th highest prime workforce population (44.8%), and the 3rd highest prime workforce migration rate (11%).

c. Innovation Indicators

Fort Lauderdale ranks 2nd in Innovation due to the 5th highest share of workforce in science industries, the 2nd highest population of adults with advanced science degrees (12.8%) and the 3rd highest concentration of patents per 100,000 residents. The City ranks in 2nd place in "high tech" information and communications technology (ICT) startup density.

d. Healthy Business Environment Indicators

Fort Lauderdale's healthy business environment ranks 4th, with a business environment index of 65, due to a relatively healthy business establishment growth rate couples with a relatively lower concentration of mid-sized businesses (55 businesses per 10,000 residents, or 8th place in the ranking).

*Demographic and Economic Profiles*³

a. Uptown Fort Lauderdale/ FXE (surrounding the Executive Airport)

- The Uptown Fort Lauderdale/Executive Airport sub area is characterized by a strong population growth of 25% between 1990 and 2000. It is projected to be one of the fastest growing areas through 2017.
- The sub-area contains a diverse area with a strong Hispanic presence. Hispanics account for 24% of the population compared to 14.6% in the City overall.
- The area boasts a large prime workforce cohort and more children under 14 years old indicating a strong presence of families and relatively larger households (62% of the households are

² Florida's April Employment Figures Press Release, Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, April 2015.

³ Willdan Financial Services, *Draft Implementation Plan Executive Summary*, Fort Lauderdale Economic Strategic Action Plan, 2014.



family-related versus 47% Citywide). There is an average of 2.69 people per household versus 2.15 people for the City.

- There is a high rate of owner-occupied homes (60.5% versus 41.8% for the City).
- Approximately 62.3% of the homes are valued in the moderate price range of \$100,000 to \$199,999 versus 37.5% of homes in the City.
- Uptown is considered a middle income area (median household incomes of \$45,799 versus \$41,180 Citywide).
- Thea area is challenged by relatively lower educational attainment. While approximately 36.4% of adults have only a high school degree compared to 27.6% of City adults, only 20% of adults have a college degree or higher compared to 31.1% of adults in the City.

b. *The Galt Ocean Mile*

- The Galt Ocean Mile's population peaked in 2000. Population decreased almost 5% between 2000 and 2010 and is expected to remain relatively constant through 2017.
- It is the least racially diverse sub-area: 95.7% of residents are Caucasian versus 62.2% of City residents. African American residents account for 0.9% of the area's population versus 30.9% Citywide.
- It is also the area with the oldest population. The median age of Galt Ocean Mile's residents is 67 years old versus 42.5 years for the City. Approximately 74.5% of the sub-area is 55 years or older versus 30.3% for the City.
- The sub-area represents a relatively lower percentage of family households (38% versus 47% for the City). This area also has one of the smallest average household sizes (1.55 persons per household versus 2.15 for the City).
- The area boasts relatively high home prices with 49.6% of homes valued above \$200,000 compared to less than 38% for the City as whole.
- The residential market is robust with the lowest vacancy rate in the City: 2% versus 7.6% Citywide (excluding seasonal use homes). However, support for area retail may be challenged by a high percentage of seasonal homes: 37.8% are homes for seasonal use versus 9.9% of all City homes.
- The Galt Ocean Mile is home to the highest median income: \$54,590 versus \$41,180 for the City. Approximately 28.5% of households earn above \$100,000 per year compared to 19.5% of City households.
- The sub-area is characterized by high educational attainment: 39.9% of adults hold a Bachelor's degree or higher versus 31.1% adults in the City, and a high concentration of adults with advanced degrees versus 11.3% of City adults).
- Residents of the Galt Ocean Mile are faced with relatively long commutes (22.4% of residents commute 45 minutes or longer versus 12.4% of City residents).

c. *North Beach Village*

- The North Beach Village sub-area is experiencing a decline in population (nearly 9% between 2000 and 2010 with no growth is expected through 2017).



- The neighborhood is considered less diverse than the City (90.3% of residents are Caucasian versus 62.2% of City residents). All other racial and ethnic groups are under-represented, except for Asians, which comprise a small portion of the population (2.4% of North Beach Village residents versus 1.6% of the City).
- The area is characterized by an older population. Nearly half (49.2%) of the residents are 55 years or older versus 30.3% for the City.
- North Beach Village contains the lowest proportion of family households of all the sub-areas (27% of households versus 47% City households) and the smallest average household size (1.51 persons per household versus 2.15 for the City).
- The sub-area boasts relatively higher median home values than the City: median home value of \$166,056 versus \$156,501 for the City. There are a low percentage of owner-occupied homes (32.0%) due to a large share of homes being for seasonal use (33.7%).
- The median household income is \$43,961 versus \$41,180 for the City. There is a slightly higher concentration of middle income households, 42.2% of households versus 37.5% of City households. There are also a slightly higher proportion of upper income households, 22.1% versus 19.5% of City households.
- The area contains the highest proportion of adults with a bachelor's degree or higher: 47.6% versus 31.1% of City adults. More than a quarter (27.3%) of working adults is engaged in management occupations versus 12% of City working adults. There is also the highest percentage of adults working outside the State, 7.1% versus 1.6% of City adults.

d. Downtown Regional Activity Center (D-RAC)

- The Downtown Regional Activity Center sub-area's population grew nearly 80% between 2000 and 2010, yet population growth of less than 0.2% per year is expected between 2010 and 2017.
- The area is racially and ethnically diverse and there are a low proportion of family households (27% of households versus 47% Citywide).
- The area boasts a young population. The median age is 33.9 years versus 42.5 years for the City and 32.4% of population is 25-34 years of age versus 14.7% Citywide.
- The Downtown Regional Activity Center is characterized by the highest median home value in the City (\$255,245 versus \$156,501 for the City) yet relatively lower incomes. The area has a high concentration (63.1%) of households earning less than \$35,000 per year compared to 43.0% of households in the City. Approximately 9.7% of area households are living below the poverty level versus 14.1% of households Citywide.
- The Downtown Regional Activity Center boasts relatively high educational attainment rates; 41.3% of area adults have bachelor's degree or higher versus 31.1% of adults Citywide. There is a high concentration of adults with advanced degrees (16.9% versus 11.3% of adults in the City.)
- There is a large immigrant population. The area is home to the highest proportion of residents who speak English "not well" or "not at all" (11.1% of all sub-area residents).
- Downtown residents are faced with relatively long commutes. The area has the highest proportion of residents with commutes over one hour (12.1% versus 6.9% of City residents).

e. Sistrunk Boulevard



- The Sistrunk Boulevard sub-area is characterized by relatively flat population growth (decreasing by 10% between 1990 and 2000 and regaining population the following decade). This area is not expected to grow significantly between 2010 and 2017.
- It is primarily an African American neighborhood (92.1% of residents are of African American origin and all other racial and ethical groups are under-represented).
- The sub-area is home to a young population with the lowest median age (30.2 years versus 42.5 years Citywide). 42.4% of the residents are younger than 25 years old versus 25.5% for the City.
- Concurrently, Sistrunk Boulevard is characterized by the highest percentage of family households (62% versus 47% for the City) and the largest average household size, 2.72 people per household versus 2.15 for the City.
- The sub-area includes relatively lower median home values of \$79,786, which is approximately half of the City's median home value of \$156,501. It also has the highest vacancy rate (20% versus 7.6% Citywide). The Sistrunk Boulevard sub-area includes a relatively low percentage of owner-occupied housing (18.8% versus 41.8% for the City as a whole) and the lowest median household income of \$19,475 versus \$41,180 Citywide.
- There is a very high concentration of households earning less than \$15,000 per year (41.6% of households versus 17.2% of City households) and the highest reported poverty rate (39.9% of households below poverty line⁴ versus 14.1% for the City).
- Residents are reported to have relatively low educational achievement, 36.3% of adults do not have a high school degree. Residents are mostly engaged in low-wage occupations.

f. SE 17th Street Corridor

- The SE 17th Street Corridor sub-area (Broward County Convention Center to the Broward Health Medical Center) is experiencing population growth shifts. While there was an 8% decline between 1990 and 2000, the area is expected to grow the fastest between 2010 and 2017 (currently growing almost 12% annually).
- This sub-area is home to the highest percentage of Hispanics (29.9% of the population versus 14.6% for the City as a whole). The proportion of Asians and "Other Race" is also higher than the rest of the City (10.7% versus 5.3% for the City as a whole).
- The SE 17th Street Corridor's residents represent the largest prime age workforce cohort with a low proportion of people over 65 years old and under 15 years old (52.5% of residents are 25 to 54 years old cohort versus 44.3% of the City's population).
- There is a relatively low percentage of family households (36% versus 47% for the City), and households tend to be smaller (1.99 residents per household versus 2.15 for the City). The sub-area is also characterized by the lowest rate of owner-occupied homes (15.7% versus 41.8% for the City) as well as a relatively high vacancy rate (12.5% versus 7.6% Citywide).
- Residents are characterized as earning relatively low incomes (52.1% of the households have incomes in the lower income brackets (less than \$34,999 annually) compared to 43% of households Citywide. Two thirds of the workers are employed in low-level wage occupations.

⁴ Poverty is defined by the U.S. Census as those households in the lowest income quintile (those with weighted average household incomes of \$20,599 or less in 2012.)



- Residents have achieved moderate educational attainment. A high proportion of adults hold an Associate Degree or some college (43.6% versus 26.2% of adults Citywide).
- Residents of the SE 17th Street Corridor sub-area enjoy relatively short commutes (75.3% of residents have commutes less than 30 minutes compared to 67.2% of all City workers).

Strengths, Weaknesses, Assets and Opportunities (SWOT) Analysis

a. Uptown Fort Lauderdale/ FXE (surrounding the Executive Airport)

Strengths/Assets

- Presence of Fort Lauderdale Executive Airport provides activation and represents a large assembled parcel (estimated at 1,050 acres) for redevelopment opportunities.
- Location on Route 441/7 provides high visibility to support strip-type shopping center anchored by a Publix grocery store and a number of in-line retail stores with opportunity for future infill development.
- Potential retail infill sites in/around Cypress Creek Station, particularly if older parking ratio requirements are reconsidered.
- Improvements to the physical characteristics of the Uptown/FXE transportation corridor would serve to create major retail destinations in the sub-area and redevelopment/infill activity near I-95 beyond the Executive Airport site.

Opportunities

- Transportation focus of the Uptown/FXE corridor requires substantial infrastructure investment to transition to pedestrian friendly environment supportive of greater diversity of retail.
- Offers the largest employment base of all of the sub-areas with more than 31,400 office workers and 12,200 non-office employees (\$96.4 million in food and beverage sales opportunity).
- Though Uptown/FXE has over 2,100 hotel rooms serving business and leisure travelers, these markets appear to be underserved in all categories of food and beverage, apparel and entertainment offerings.
- Infrastructure investment and visitor traffic by Schlitterbahn, a national chain of water parks that plans to build on 64 acres within the Fort Lauderdale Executive Airport.

b. The Galt Ocean Mile

Strengths/Assets

- Established retail/dining district provides baseline for future markets as destination.
- 443,000 Square Feet of retail, estimated \$330 million per year in sales.
- Low (4%) retail vacancy rate reinforces market support.
- Physical layout and character is pedestrian friendly, walkable.
- Good mix of retail/specialty, F&B and consumer services in 200+ businesses.

Opportunities

- Limited amount of available retail/commercial space indicates need to achieve critical mass of new development and redevelopment.



- Some buildings need rehabilitation/reinvestment.
- Seasonality of residential base affects overall sales patterns.
- Occupancy rates and concentration of local businesses could be displaced by higher rent paying national retail tenants.

c. North Beach Village

Strengths/Assets

- Major opportunity for planned pedestrian-friendly retail “district” on Breakers Avenue.
- Underserved in retail, food and beverage offers recruitment opportunities.
- Strong concentration of hotels (2,450 rooms), beach access.
- Available development parcels can add significant density to North Beach.
- Potential beach access to the Bonnet House.

Opportunities

- Scale and mix of older and new buildings may require design controls.
- Dominance of hotel guest market primarily focuses on one consumer group.
- Limited retail offerings today to serve hotel guests.
- Few existing retail offerings in target area.
- Shopping/dining district will require careful planning and development to work.

d. Downtown Regional Activity Center (D-RAC)

Strengths/Assets

- Strong, evolving retail and dining cluster along Las Olas Avenue.
- Museums and Cultural attractions have reinforced destination identity.
- Office concentration adds daytime consumers, reinforces walkable retail.
- 8,300 downtown residents provide a sustained, “built-in” market.
- Estimated \$482 million in annual retail spending by residents, workers and visitors.
- Almost 30,000 downtown employees.
- 5,000 housing units planned/under construction.

Opportunities

- Riverfront Project issues should be addressed to turn-around location.
- Wide streets, many not as pedestrian-friendly for future growth.
- Multiple activity nodes, but too far apart for a coherent unified walkable district.
- Need to strengthen connections between activity centers, nodes, destinations.
- Locally owned businesses more vulnerable to property values/rent increases.

e. Sistrunk Boulevard

Strengths/Assets

- Strong tradition and symbolic values as African-American neighborhood.
- Major public investment in streetscape improvements upgraded appearance.



- Vacant/underutilized land can serve interim uses such as public gardens, open space, pop-up retail or art in public spaces.
- Some locally owned businesses, but may need reinvestment in buildings.
- Higher vehicle counts will attract retail and businesses to area.

Opportunities

- Lower population density challenges ability to add retail and services.
- Imbalance between incomes and supportable national retail chain economics required for new construction.
- Length of Sistrunk Boulevard makes it difficult to concentrate a “center”.
- Limited near-term retail expansion potentials due to limited market size.

f. SE 17th Street Corridor

Strengths/Assets

- Proximity of Fort Lauderdale Convention Center focuses meeting-oriented markets.
- Development pattern has provided multiple big box and other retail stores.
- Redevelopment potentials for light industrial uses can increase density, sales.
- Hotel concentration near Convention Center adds guest retail demand.
- Hotel guest spending estimated at \$500 million per year, largest of all sub-areas, retail spending alone estimated at \$175 million per year.
- Hospital district facility and related employment generates daytime retail demand.

Opportunities

- Strip-mall type retail offerings less attractive to convention attendees.
- Lowest resident population challenges longer-term retail growth opportunities.
- Area is auto-oriented, less pedestrian-friendly, challenges visitor experience.
- Few entertainment options within sub-area for Convention Center visitors.
- Limited number of redevelopment sites.

Recommendations

Based on the economic benchmarking assessment and with the objective to continuously improve the competitive position of the City of Fort Lauderdale as a place to live, work and play the following economic development initiatives:

1. The City of Fort Lauderdale should consider further expanding the existing Workforce One training programs (and participate in annual workforce summits) with area employers, universities and other entities.
2. The City of Fort Lauderdale should consider dedicating additional resources to attract and monitor site selection leads by procuring business development software (SalesForce or other) and ensuring that ongoing lead capture tactics determine why (or why not) companies choose to relocate or expand in Fort Lauderdale.



3. Hire a Retail Recruitment Manager that focuses solely in attracting new businesses and retaining the existing ones.
4. Establish a revolving loan fund targeted to retail/entrepreneurial development activity.
 - A self-sustaining, low interest revolving loan for eligible capital improvements, machinery and equipment, and working capital for small businesses with less aggressive terms/venture capital start-ups to encourage job growth.
5. Design, implement and manage a Qualified Target Industry Lead Capture Management System in the following industries:
 - Advanced Material and Hi-Tech Manufacturing
 - Alternative Energy and Renewable Resources
 - Aviation/Aerospace
 - Global Business Services
 - Corporate Headquarters
 - Human Resources Development and Higher Education
 - International Media and Production
 - International Trade and Logistics
 - Life Sciences
 - Marine Industry
6. Sponsor the Kauffman Foundation FastTrac Program in Fort Lauderdale.
 - The Kauffman Foundation FastTrac Program is a global provider of training that equips aspiring and established entrepreneurs with the business skills and insights, tools, resources and network to start and grow successful businesses.
7. Design, implement and manage a targeted citywide retail recruitment program, based on the six (6) sub-areas discussed earlier in the EDSAP.
 - Create and maintain a retail inventory database and a current baseline space inventory, square footage by location, ownership, parking and available incentive packages.
 - Work with property owners and brokers to find retail prospects.
 - Create a targeted retail mix and voluntary-participation leasing strategy based on market information.
 - Create and update summary market information to prospective retailers that contains: rent and property values, current sales, available customer base, incentives, etc.
 - Have knowledge of the properties in commercial districts: owner needs, expiring leases, businesses for sale, etc.
 - Traffic counts on adjacent roadways.
8. Design, implement and manage a business accelerator program.
 - Accelerators offer a proven model for starting scalable companies by substantially lowering the risks associated with launching a new venture. They provide resources that



startups owners and/or founders cannot access on their own such as: office space, internet hosting and tools, best practices, among others.

2. Urban Land Institute Technical Assistance Panel (ULI TAP)

The Urban Land Institute (ULI) was commissioned to prepare a Technical Assistance Panel (TAP) report for the Sistrunk Boulevard; as a result the following demographic statistics were updated in September 2014:

- The NPF CRA district had a 2014 estimated population of 14,787 residents, with predominantly Black or African American residents (74.4%).
- Most of the dwellings in this area (81.1%) are estimated to be renter-occupied.
- 13.67% of residents aged 16 and older are unemployed and 39.17% are not in the labor force.
- The average household income was \$40,500; 43.21% less than the average for the United States (\$71,320).
- The median household income for the area is \$26,898.
- Over 38.79% of all families in the area are below the poverty line and approximately 23.93% of the residents do not own a vehicle.

The ULI TAP held a panel in December 2014 and released the report in May 2015. The report highlights the following:

Strengths:

- Located with easy access to the downtown and to both public and private transit options, including the Sun trolley's NW Community link to connect to Tri-Rail. Also nearby is the site of a new All Aboard Florida stations that will connect to the Sun Trolley, Broward County Transit system, future Wave Streetcar, and a planned Tri-Rail station.
- Home to legacy sites such as the Mizell Center and the nearby African-American Research and Cultural Center.

Opportunities:

- Difficulty in access to capital and the inability to get business loans.
- Lingering perception that the area is not safe, this adversely affects how it's view on the market.
- Lack of home ownership opportunities and physical improvements.
- High number of absentee property and business owners.
- Lacks a clear champion in the marketplace and a uniformly defined and shared community vision.
- Does not offer many neighborhood services such as places to eat and shop for daily needs.
- Lacks a clear and current market research about demand for various uses and tenants.
- Low degree of home ownership and high commercial vacancy rates.
- Has a shallow lot depth on many key properties along the corridor that limit new construction and redevelopment, due in part to the lack of buffers between users.
- Not properly branded and marketed.



- As denoted in United Way of Broward’s 2014 ALICE Report (a study of financial hardship in the Country), Broward County is one of the most housing cost-burdened locations in the country. A South Florida family needs to earn over \$58,431 annually to be able to afford principal, interest, taxes and insurance on a median-priced home, and the Sistrunk area’s median income is less than \$30,000 below that figure.

Recommendations

The report highlights the following recommendations to encourage appropriate economic development and increased private sector investment along the Sistrunk Boulevard corridor⁵:

1. Concentrate efforts around NW 7th Avenue and then extend them to NW 15th Avenue.
 - Sistrunk Boulevard and NW 7th Avenue should be treated as “main and main”.
 - Activating Sistrunk Boulevard gateway to the west and facilitating development to the east.
 - Make stronger connections to the industrial area to the north.
 - Increasing connection to Avenue of the Arts to the south.
 - Target infilling and redeveloping existing vacant buildings and properties, once those areas are vibrant focus growth west of 15th Street.
2. Bring together a broad range of stakeholders located in the Sistrunk Boulevard to have a professionally facilitated discussion focused on better ways to communicate the shared vision for the corridor.
3. Develop current market demand information related to various types of housing, retail, office and industrial space, from nationally recognized urban market analysts who have the expertise to understand the potential of the Sistrunk corridor.
4. Recruit businesses that reinforce and contribute to the local character and heritage of the area.
5. Promote mixed-use developments that contain both business and residential components.
6. Stabilize and strengthen past projects to build investor confidence.
7. Focus on the NW 7th Avenue intersection and south along NW 7th Avenue to add more housing and mixed uses.
8. Explore new ideas and uses for the industrial districts.
9. Focus on local service retail below housing for the western portion of the corridor.
10. Assemble a package of incentives to better attract investments and improve community benefits, with an appropriate set of deliverables and conditions, including market rent caps to ensure that spaces are rented to uses that the community needs at reasonable rates.
 - First, focus should be on existing buildings and the people who have already invested in and own businesses and properties in the community.
 - Second, early incentives should be designed for small, more organic mom and pop retailers that grow from the area.
 - Third, focus on expanding the economic sectors that export goods and services out of the community.

⁵ Urban Land Institute, *Technical Assistance Panel: City of Fort Lauderdale’s Sistrunk Corridor*, December 2014.



11. Expand the base of partners working together to attract new businesses and development investments, such as: The Greater Fort Lauderdale Alliance, Broward County Office of Economic and Small Business Development, the Fort Lauderdale Downtown Development Authority, among others.
12. Create alternatives for cash incentives:
 - Relaxing parking requirements.
 - Accelerated approvals for building and event permits, conditional uses, project designs and infrastructure.
 - Create a one-stop shop for business licenses or reduced licensing rates.
13. Update the information on the Community Redevelopment Area's (CRA) website and prepare and distribute collateral material with the vision and relevant and updated information for someone interested in locating a business or investing in the area. Examples of key statistics about the area include: land surveys, size and zoning of buildings sites, and incentive packages, etc.
14. Improve development agreements with clear language that describes the developers' performance, with specific deadlines and disincentives for failure to perform. Communicating those expectations early in the process and consistently across projects and over time, will create the predictability investors want and opportunities for the shared prosperity the community desires.
 - Include local hiring goals that require more than just "best efforts" during both the construction and business operation phases.
15. Extend the CRA beyond 2025 when it is due to expire.
16. Create a retail recruitment program that includes efforts to develop small mom and pop businesses.
17. Create the marketing capacity to develop and implement a strong place-branding strategy and marketing plan that supports the vision through different messages and mediums. This marketing plan should use multiple tools such as: websites, brochures, community events, social media and wayfinding signs, etc.
18. Establish creative partnerships with tourism organizations such as Fort Lauderdale Convention and Visitors Bureau and African-American tourism groups and networks, such as Black Meetings and Tourism and the National Cultural Heritage Society.
19. Promote initiatives surrounding cultural heritage tourism and establish a partnership with the Broward County Cultural Tourism Vision as they developed a 10-year community cultural plan, *CreativeBROWARD 2020- A Plan for Cultural Economic Development in Broward County*.
20. As part of the Sistrunk Boulevard corridor's new brand, celebrate the area's arts and cultural heritage that would tie in with the focus of the F.A.T. Village.
 - An example of a project is "Bring Out Sistrunk", a volunteer-based collaborative mural project involving partnerships with artists, property owners, local residents and sponsors.
 - A proposal of a mural labeled, Art and Soul, which would beautify Sistrunk in 10 locations and would tell the story of the Sistrunk neighborhood, including the history of the city's jazz scene and famous artists who played there.



21. Address the perception that the area is unsafe by using a comprehensive approach involving the built environment, adjustments to programs and patrols and innovative strategic communications.
22. Improve the corridor's lightning.
23. Create a Business Improvement District (BID) to help fund a clean and safe initiative.
24. Consider regulatory changes to improve use options such as entertainment, retail and gallery spaces.
25. Conduct an audit of infrastructure and existing uses and an analysis of tenancy rates and occupancy.
26. Connecting job and training opportunities to the Sistrunk Boulevard neighborhood.
27. Explore parking requirement adjustments.
28. Leveraging the state's Step-Up Apprenticeship Program.
29. Explore a sub-district plan for the area, including a distinct branding initiative.
30. Convene a capital market summit to bring potential investors in the area such as: lending officers, venture capital firms, foundations and private investors, among others.
31. Explore alternative capital sources. Examples could include individual civic investors, angel investors, churches, developers, the city and county and crowdfunding.
32. Consider partnering with the Greater Fort Lauderdale Alliance that sponsors an Entrepreneur Council and an Entrepreneurial Virtual Center, both with a focus on helping entrepreneurs grow, and Enterprise Florida that sponsors the Florida Opportunity Fund, which provides venture capital for start-up and early-stage businesses.
33. Assess whether the corridor's current housing types (largely low-to moderate-income single family homes and subsidized multi-family units), mix and intensity must change in order to make retail and commercial development more sustainable.
34. Focus on both ownership and rental mixed-income options will allow the Sistrunk area to become more attractive for new residents.
35. Organize business and property owners in the Industrial District to explore enhancements.
36. Expand opportunities for existing residents to participate in the revitalization.

3. Urban Core Task Force Committee

As a result of the Economic Development Strategic Action Plan (EDSAP) draft and with the goal of developing a viable and comprehensive retail recruitment strategy for the downtown core, the Urban Core Task Force was created, and it is comprised of: property owners, developers, attorneys, and City staff, among others. The Task Force has met twice this year and has elected a chairman and vice-chair, identified various retail development strategies as well as districts where the Urban Core Task Force can focus its efforts.

Based on the goal of increasing retail activity within the City as well as improving the existing retail mix and retail sales, the following meetings have been held and the discussions and recommendations are as follows:



February 5, 2015 Meeting

During the initial meeting for the Urban Core Task Force an overview of the Retail Recruitment Strategy was presented and a discussion followed about identifying important and viable districts. The committee agreed on the need to:

- Improve streets, parking garages and integrate parking flexibility as well as facade improvements.
- Attract retailers in a holistically manner and rehabilitate the area with goals consistent with both the public and private sectors.
- Identify potential retailers willing to establish or relocate to the downtown core. Additionally, the type of retailers that the committee and residents desire (either those accessible by foot, bicycles or vehicles) needs to be recognized.
- Replicate success stories such as F.A.T. Village in other parts of the downtown area.
- Promote The Wave as it will connect downtown and increase critical mass to the point of walkability and attainment of everyday necessities.

Recommendations:

1. Identify corridors that could provide highest success for retail and return on investment.
2. Identify the parking parcels that could provide the highest success and are reasonable.
3. Need a Business Concierge to help developers with building permits and navigate through the process.
4. Develop a list of all current and incoming capital improvement projects in the downtown area.
5. Establish a list of requirements and tenants the City and the Task Force would like to see in the downtown.
6. Downtown needs more signage.
7. Inquiry if there are any Broward MPO funds available for any of the suggested improvements.

March 5, 2015 Meeting

The goal of this meeting was to identify a maximum of three retail development strategies to focus on and establish committees that will present their recommendations to the entire Urban Core Task Force.

The retail strategy will include:

- Pre-Development and assemblage of land
- Development and Incentives for tenants
- Opportunities for smaller and home grown retailers

1. *ULDR Sub-Committee:* Co-Chairs: Tim Petrillo/Robert Lochrie/ Randall Vitale

Goal— Assist City staff and advocate final recommendations to the City Commission and the County.

Identify changes to the ULDR that would make doing business more efficient in the City:

- Parking requirements – (use and review the City's Parking Plan)
- Signage
- Seating requirements that drive liquor licenses and parking requirements
- Review residential density issue
- Discuss with Transportation and Mobility about using templates and possibly updating the Plan



2. *Retail Districts / Villages Sub-Committee*: Chairman: Alan Hooper

Goal— Identify districts and their areas that need the most assistance in terms of retail development.

The four districts are:

- Las Olas Corridor – Mike Weymouth and Ed Smoker
- South Andrews Corridor – Wendy Walker and Orlando Sharpe
- Sistrunk Corridor – Sid Spiro, Doug Coolman, Sean Jones and Sonya Burrows
- Fat Village Corridor – Alan Hooper

Tasks:

1. Bill Rotella will be asked to lead this group and use his expertise to develop a list of the retail needs on the community.
2. Identify what are the challenges, needs and the opportunities in each district and in the downtown.
3. Analyze the approved developments and parking issues in each district, and evaluate the possibility of relaxing those requirements where appropriate.
4. List the existing properties and land available in each district.
5. An assessment needs to be done on the type of retail that downtown residents desire.

April 9, 2015 Meeting— Sistrunk Corridor Sub-Committee

Recommendations:

1. Activate the Sistrunk Corridor through its key roads and intersections, NW 7th Avenue and Sistrunk Boulevard has been previously identified as one.
2. An urgent necessity for a new market study that identifies the demands of the Sistrunk Corridor from a specialized firm on customer analytics. This study should also include the current land acquisition activity taking place at the Corridor and must be constantly updated.
3. The marketing dollars need to showcase the Corridor in a correct manner and be spent on the proper initiatives that will create economic development on the area.
4. Importance of the Wave Streetcar Project that will connect NW 7th Avenue, but due to the current lack of critical mass its route will stop there.
5. Analyze the possibility of creating an exit for the Corridor on I-95 and signage on I-95, as well as wayfinding on the Corridor's main intersections and streets.
6. The need for more appealing incentive packages that will attract professional services (drycleaners, pharmacies, restaurants, etc.) to activate the Corridor.

4. Business F1rst

In an effort to initiate a joint business retention and expansion program, BusinessF1rst was launched in September 2009 between the City of Fort Lauderdale and the Greater Fort Lauderdale Chamber of Commerce. This initiative was designed to address the needs and ideas of local businesses. The group conducted telephone surveys to local businesses and implemented one-on-one visitation program with key established and emerging decision makers. Business F1rst surveyed more than 870 local businesses from Fort Lauderdale to gauge their perceptions of the local business climate and identify any potential



actions that could assist the entire business community. The key findings that led to the conclusion that the business community believes in the City of Fort Lauderdale as a business center are⁶:

- 55.2% of the businesses are small with a size of less than 2,500 square feet and 79% have a staff of between 1 and 9 people.
- The average workforce per business is 15.74.
- 54% rent their working space; the amount of ownership is significant (42.3%).
- 83.9% had a very positive view of the business image of the City.
- 72.2% would give a favorable recommendation to others to establish a business in the City.
- 79.9% ranked Fort Lauderdale as an excellent or good place to do business.

Recommendations:

BusinessF1rst Top Opportunities for action are:

1. Enhanced and continuous education towards customer service from the City's development review, zoning and permitting services.
2. Create a "concierge" service to help businesses through the various departments and processes for expansion and relocation plans.
3. Parking, signage and noise code requirements should be amended where appropriate and special exceptions considered when appropriate to promote economic development.
4. Create a business resource guide, toolkit, and/or on-line portal that can be easily updated and maintained featuring business assistance, incentives, business climate, quality of life, education and workforce data.
5. Create partnerships between local businesses and colleges and universities with a special emphasis on growing advanced engineering talent.

⁶ Business F1rst Fort Lauderdale, Executive Report, 2010.